



DEPARTMENT OF THE NAVY
NAVAL MEDICAL RESEARCH CENTER DETACHMENT

LIMA, PERU
UNIT NUMBER 3800
APO AA 34041 - 3800

IN REPLY REFER TO

NMRCDINST 5310.1B
06 Mar 2003

NMRCD INSTRUCTION 5310.1B

From: Officer-in-Charge, Naval Medical Research Center Detachment

Subj: POSITION MANAGEMENT PROGRAM

Ref: (a) NMRDCINST 5310.5A
(b) OPNAVINST 5310.17A
(c) SECNAVINST 12510.9

Encl: (1) Position Management Review/Justification Form
(2) Position Criteria Check List
(3) Processing of New Position Descriptions

1. Purpose. To formulate policy in developing, creating, and administering an effective Position Management Program for the NMRCD in accordance with references (a) through (c).

2. Discussion. It is has long been management's responsibility to institute measures to insure that optimum economy, productivity and command support in terms of staffing, proper grade classification, and adequate grade reviews are accomplished at reasonable intervals. The morale and retention factors associated with continuity of staffs depend on actions taken by management to protect and fairly assess the organizational effectiveness through a systematic review process.

3. Definitions.

a. "Position Management" as used in this instruction is defined as the organization of tasks into position structures, the assignment of duties, and responsibilities to positions, and the periodic review and evaluation of the need for positions.

b. "Positions" as used in this instruction means all civilian positions and all military billets in integrated civilian-military organizations within the NMRCD command.

4. Objectives. The objectives to be achieved by an effective position management program are:

a. Achievement of proper balance among skills utilization, retention of personnel, employee motivation, and work place efficiency.

b. Integrate the management of military and civilian personnel resources as a means to promote teamwork in mission accomplishment.

c. Ensure all managers, down to and including first line

supervisors, are aware that position management is a responsibility that cannot be delegated or avoided.

5. Position Management Responsibilities.

a. Supervisor.

(1) In conjunction with the yearly manpower reviews of Position/Job Descriptions, review both military and civilian positions assigned to the division to determine if:

(a) Each position performs an essential function and is necessary.

(b) New technological advancements have occurred during the year that, if introduced into established work procedures, would permit savings in personnel, time, or resources; provide more challenging work assignments; and/or require changes in the skills necessary to complete assigned tasks.

(c) Reassignment of tasks to subordinates would create more challenging jobs that would provide better career progression and enhance military/civilian personnel retention.

(d) The duties of each position are assigned to the proper type of personnel (i.e., officer, enlisted, or civilian).

(2) Each time a position becomes vacant determine if:

(a) Civilian - the position has a higher than normal turnover rate that can be reduced by redesign of the position.

(b) Military - the NOBC/NEC and rank remain appropriate.

(3) Submit recommended actions to the Position Management Committee for review.

(4) Supervisors and managers with significant position management responsibilities must be evaluated annually for position management effectiveness. This requirement may be met by inclusion of an element in an officially established performance evaluation system (e.g. Merit Pay System) that specifically measures performance in the management of human resources or by combining this requirement with an overall supervisory objective. This requirement applies to both military and civilian supervisors.

b. Position Management Committee.

(1) The Position Management Composition will be made up of

the following:

- (a) Administrative Officer - Chairman
- (b) Senior Scientist - Member
- (c) Fiscal Officer - Member
- (d) Department Head (1) - Member
- (e) Senior FSN - Member
- (f) Administrative Clerk - Recording Secretary

(2) The committee will meet on an as-needed basis, but not less than semi-annually. The committee is responsible for the following:

(a) Perform position management functions as outlined in references (b) and (c).

(b) Review all proposed positions, actions to fill vacancies, and changes in duties or organizational relationships of existing positions; propose classification, personnel actions or manpower change requests to ensure that position management criteria are met.

(c) Submit to the Officer-in-Charge the minutes of the meeting for approval/disapproval. The meeting minutes will consist of a brief discussion of each personnel action and recommended action.

(d) Review requirements for non-personal services contracts.

(e) Conduct semi-annual review by 15 March and 15 October each year to review the relative efficiency of the use of military and civilian personnel and advise the Officer-in-Charge on significant matters pertaining to manning, staffing, and the quality and quantity of authorized or projected military and civilian position requirements. This review will include:

(1) All recommendations submitted by the supervisors;

(2) proposed changes to manpower or personnel policies;

(3) any significant change in manpower utilization, deviation from approved staffing plans or reorganization, and recommendations for manpower revision submission;

(4) all proposed personnel actions involving the creation or abolishment of a position, redescription of duties, promotion (excluding prior approved ladder progressions), or filling of a vacancy.

(5) Annually develop, on behalf of the Officer-in-Charge, consistent command plans for implementing structural changes in the organization, prioritizing personnel staffing actions, and monitoring the continued validity of an optimum balance among mission requirements, economy, efficiency of operation and effective staff utilization.

(6) Ensure policies and procedures exist to identify, control, and eliminate organizational fragmentation, excessive layering or duplication, grade creep, misassignment, and improper distribution of resources.

c. Chairman, Position Management Committee. The Chairman, Position Management Committee is also designated as the Command's Position Management Officer (PMO) who is responsible for:

(1) Ensuring that the committee meets as required.

(2) Compliance with all position management reporting requirements.

(3) Documentation of all position management reviews and minutes of committee meetings.

(4) Ensuring that adequate documentation against position management standards is provided to higher authority for approval of all new high-grade positions and requests to fill approved high-grade positions. Reference (a) provides guidance for justification of new high-grade positions.

(5) Liaison with the U. S. Embassy Human Resources Office.

d. Department Heads. Department Heads are responsible for:

(1) Providing input to the Position Management Committee upon request.

(2) Justifying any proposed change in staffing structure using enclosure (1) after reviewing enclosure (2).

(3) Justifying any requested changes in military, foreign service national or non-personal services contract personnel by submitting written narrative addressing needs, numbers, etc., to the Position Management Officer for committee action.

6. Action. Provisions of this instruction are effective immediately. The Position Management Officer shall ensure that the position management program for this Command is carried out in accordance with references (a) through (c).



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Distribution:
List E

NMRCDINST 5310.1B
06 Mar 2003

POSITION MANAGEMENT REVIEW/JUSTIFICATION FORM

1. Identify type of personnel action requested (i.e., upgrades; organization restructuring; new position, etc.)

2. What is the justification for the personnel action? (i.e., increased programmatic responsibilities; organizational efficiency; etc.) (Attach any supporting references)

3. What is the impact of proposed personnel action on the organization and/or personnel?

4. Is the proposed action part of a series of actions? (Identify long range plans).

Enclosure (1)

POSITION CRITERIA CHECK LIST

<u>Yes</u>	<u>No</u>	<u>N/A</u>	
_____	_____	_____	Is this position identified on approved NMRCD organization chart/staffing plan? Comments: _____ _____
_____	_____	_____	Is the position an: Upgrade _____ Downgrade _____ Is the position identified as funded on approved NMRCD staffing plan? Comments: _____ _____
_____	_____	_____	Are functions of this position currently being performed by another position (either military or civilian)? Comments: _____ _____
_____	_____	_____	Can the work performed in this position be absorbed by another position without serious damage to essential functions? Comments: _____ _____
_____	_____	_____	If this is a supervisory position, is the Navy's goal of a 1:7 supervisory to non-supervisory ration being met? Identify ratio: _____ Comments: _____ _____

Position Management: Approved _____ Disapproved _____

Enclosure (2)

Criteria To Consider When Setting Up A New Position Or Filling a Vacancy

These criteria apply when changing the work of a position, reestablishing an inactive position, or taking any other action involving one or more positions in an organization segment.

1. The position is needed
 - a. It helps accomplish current activity objectives.
 - b. The current and projected workload clearly support setting it up or continuing it.
 - c. It represents the best use of available funds or is important enough to support a request for additional funds.
2. The position is sound from the standpoint of economy and effectiveness
 - a. It fits satisfactorily into the present or anticipated workflow.
 - b. The work cannot be absorbed by other positions without serious damage to essential functions, nor can it be performed more economically or effectively by introducing a labour-saving device. Suitable arrangements cannot be made to shift any sporadic or seasonal work to other positions.
 - c. It is supervisory, the segment supervised cannot be merged with another without seriously interfering with mission accomplishment.
 - d. If it is supervisory, it reflects a reasonably broad span of control at least three substantive personnel (performing the line work of the segment) are supervised at the first level, and many more when subordinates require little attention, policies and procedures are well established, and the workload is stable. At higher levels a minimum of three segments are supervised.
 - e. If it is a full-time line assistant, it is not being established primarily for continuity. The supervisory workload

is too much for one person or the superior is frequently away for extended periods and the line assistant must make major decisions in his absence. Such responsibility cannot be assigned on a part time or rotating basis to other personnel.

f. If it is a support or service position, it does not removed some of this work from other positions without good reason. (Furnishing backup to a higher-level employee in his absence is not normally such a reason).

g. If the position is that of a team leader or group leader, there is sufficient need to establish and/or support the continuance of the position based on differences in the kind, level, and variety of the work of the leader.

h. If both line and staff positions exist in the same operational or functional area, there is a clear and definable distinction as to assigned duties, delegated responsibility, and are of performance relative to mission and function.

i. If a projected level of performance or program responsibility is the basis for a current allocation and grade level, full performance, or the assumption of such responsibility should be realized within six months from the time of such allocation.

j. If civilian, it does not duplicate a similar military position. If military, it does not duplicate a similar civilian position.

k. Special Assistant functions should be assigned to existing line organizational positions rather than consolidated in additional staff-level positions. Avoid creating new staffs and organizations.

3. The position is sound from a personnel management viewpoint

a. Someone with a suitable qualifications can probably be obtained within a reasonable period of time.

b. If the position is an additional one requiring scarce skill of a particular type (and therefore posing a requirement problem

NMRCDINST 5310.1B
06 Mar 2003

for the activity), this is because operational needs permit no alternative.

c. Any specialized training called for can be arranged.

d. A position should not be established solely or principally to provide a military supervisor over military nor to provide a civilian supervisor over civilian positions.

4. The position is sound from a motivational viewpoint

a. It is not unduly narrow. It provides reasonable opportunity for job satisfaction in terms of achievement and reasonable performance.

b. If it is an entry or low-level position, it is not dead-end; it provides reasonable opportunity to progress to higher level work.

c. If it is supervisory, it is more that of a true manager (goalsetter, planner, developer of people, etc) than a punisher or superchecker.

Processing of New Position Descriptions

1. The responsible Department Head will:

a. Draft the new position description (PD) in the format provided by the Administrative Officer. Note: The Administrative Officer is the primary point of contact concerning position descriptions and can provide valuable advice concerning necessary qualifications, training requirements, likely classification, etc.

b. Submit the draft PD to the Administrative Officer

2. The Administrative Officer will:

a. Have the new PD typed in final form

b. Submit the new PD to the Personnel Management Committee for review.

3. The Personnel Management Committee will:

a. Review the new PD for conformity to the overall organizational plan at NMRCD, consistency with other similar positions, and availability of funding in the appropriate work unit.

b. If changes are recommended, those changes will be recommended to the Department Head via the Administrative officer.

c. If the PD is acceptable as written, the Position Management Committee will submit it to the Embassy Personnel Office, via the Administrative Officer, for classification.

4. The Comptroller will:

a. Determine the availability of funding in the appropriate program element and notify the Administrative Officer of availability or an alternative recommendation.

5. Following Approval of the recommendation of the Position Management Committee by the Commanding Officer, the Administrative Officer will:

Enclosure (3)

NMRCDINST 5310.1B
06 Mar 2003

a. In conference with the Department Head, request that the Embassy Human Resources Office advertise the position.